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SUSTAINABLE DEVELOPMENT STRATEGY PERFORMANCE REPORT 2011–2012



Canada Border
Services Agency

Agence des services
frontaliers du Canada

Canada 

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Introduction



To achieve its vision of sustainable development, the CBSA promotes a performance-based approach that enhances transparency and accountability in sustainable development.

This report shows the 2011-2012 progress against the commitments made in the CBSA's *Sustainable Development Strategy 2011-2013*. This report is part of a continuous improvement process based on planning, implementation, monitoring and auditing intended to bring greater consistency and better coordination of sustainable development efforts at the government-wide and Agency levels.

Measuring our performance shows the positive contribution of the various actors participating in our successful strategy. Our progress is the result of close collaboration between senior management, Sustainable Development Committees, Offices of Primary Interest and employees.

The Agency has adopted a long-term approach to sustainable development, since it recognizes the challenges and the importance of integrating this idea into its organizational culture and the way we do business.

The CBSA is striving to meet the government-wide targets to reduce its overall environmental footprint and protect the country's rich and diverse natural heritage. Beyond this role, the Agency is seeking to integrate sustainability into employees' way of thinking and work practices.

Sustainable Development Context

With the passing of the *Federal Sustainable Development Act* in 2008, the new government-wide approach enhances transparency and accountability in environmental decision-making. It is intended to increase coherence in the planning, monitoring, measuring, and reporting of sustainable development throughout the federal community. The *Act* provides a legal framework for the first Federal Sustainable Development Strategy, which was tabled in Parliament on October 6, 2010.

The federal strategy provides a detailed description of the federal government's environmental activities. The strategy is based on four major themes to promote greater environmental sustainability: Addressing Climate Change and Air Quality, Maintaining Water Quality and Availability, Protecting Nature, and Shrinking the Environmental Footprint – Beginning with Government.

The federal strategy will be updated and tabled in Parliament every three years. Consequently, departments and agencies table their departmental sustainable development strategies the following year. These strategies develop commitments associated with their respective mandates and incorporate priorities from the federal strategy.



Furthermore, the Government of Canada intends to strengthen the guidelines on strategic environmental assessment to integrate environmental factors into the making of public policies and strategic decisions. The assessment is a tool to aid decision making and management of potential environmental impacts.

A link between the federal strategy and the Expenditure Management System has also been created to establish a uniform framework to plan, monitor and report on the Government of Canada's sustainable development activities. This framework provides a strong mechanism by which to demonstrate the transparency and accountability of environmental decision-making.

The Expenditure Management System is an essential tool for the financial planning of federal operations. It is based on two key documents that are tabled in Parliament on an annual basis: the Report on Plans and Priorities and the Departmental Performance Report.

Beginning in fiscal year 2011-2012, the CBSA's Report on Plans and Priorities included the federal and the CBSA commitments. On a yearly basis, it provides an overview of the Agency's sustainable development priorities and what resources are required to meet those commitments.

At the end of each fiscal year, the Departmental Performance Report provides an overview of the accomplishments against the targets outlined in the given Report on Plans and Priorities. The Agency uses this report to demonstrate its progress on the implementation of the federal and the CBSA targets as well as how it has strengthened the application of strategic environmental assessment.

The federal government's contribution to sustainable development is also released in the Progress Report of the Federal Sustainable Development Strategy every three years. Environment Canada prepares this report in collaboration with other departments and agencies.

The 2012 progress report shows the progress accomplished to date by the 27 departments and agencies towards the goals and targets of the federal strategy. Furthermore, it presents the relative performance on the 34 Canadian Environmental Sustainability Indicators of the Federal Sustainable Development Strategy. These performance indicators are measures based on key sustainable development issues, such as climate change and air quality, water quality and availability, and protecting nature.

This report is an important step that allows us to analyze accomplishments to date and consider what actions must be taken to respond to a continually changing environment.

Canada Border Services Agency: A Sustainable Vision

The relationship that exists between the CBSA's mandate and the pillars of sustainable development places the Agency in a unique position to advance sustainability within the Government of Canada. The CBSA's sustainable development vision was developed and established in the Agency's first



sustainable development strategy and reflects our responsibilities for managing the free flow of people and goods to and from Canada. Through this vision, the CBSA is not only striving to integrate the principles into our corporate culture, but is also working to create a sustainable Canada by balancing economic, social and environmental considerations in the way we carry out our business.

In support of the environmental pillar, the CBSA strives to minimize environmental impacts. The Agency's role has two facets: it works to reduce the environmental impact of its operations and works to protect Canada's environment against harmful threats from outside our borders. Through its various environmental management programs, the Agency ensures that it carries out its operations without damaging the environment. By ensuring the effective delivery of services at the border, the Agency is helping to reduce greenhouse gas emissions by minimizing the amount of time vehicles wait idling. The Agency also helps protect Canada's environment by preventing the entry of prohibited goods, including hazardous wastes, illegal plants and animals, which may have a harmful effect on the country's biological resource base, on food safety as well as on plant and animal health.

The Agency plays a fundamental role in maintaining Canada's economic prosperity. We promote trade and economic benefits by administering trade legislation and agreements. We enforce trade remedies that help protect Canadian industry from the injurious effects of dumped and subsidized imported goods, and we collect applicable duties and taxes on imported goods. Pre-approval programs – NEXUS, FAST and eManifest – allow low-risk goods and people to cross the border easily while keeping high-risk individuals out. By facilitating Canada's international business and trade, the CBSA contributes significantly to Canada's economic prosperity.

The CBSA contributes to a sustainable society by protecting the health and safety of all Canadians by enforcing legislation that ensures only those people and goods deemed admissible are granted entry into Canada. The Agency is responsible for detaining people who are a potential threat to Canada and removes those who are inadmissible as a result of their involvement in terrorism, organized crime, war crimes or crimes against humanity. We also help protect the health of Canadians by restricting the entry of hazardous products and goods that may have a negative impact on food safety, thus ensuring a secure society for Canadians.

In short, the CBSA is committed to carrying out its operations in a way that balances all three pillars of sustainable development – economy, society and environment. By doing so, the Agency is continually striving to achieve its sustainable development vision.

Sustainable Development Management: A Cultural Transformation

With shrinking budgets, the CBSA is being called upon to continue providing excellent service with fewer resources. The Agency must pause to evaluate its routine activities and business processes, no matter how small or daunting and ask itself if it can be done more efficiently? In effect, how to make it more sustainable.

By making tasks and processes more efficient, the Agency uses fewer resources, reduces its ecological footprint, and makes a significant contribution to the sustainable development of the Agency – while ultimately providing improved service to employees and Canadians. The change in habits, accompanied by an evolution of its operational processes, makes the Agency more efficient and sustainable. This cultural transformation is at the heart of sustainable development.

Most transformations fail because they are not embedded in efforts to change the organizational culture. Sustainability requires changing beliefs, norms and assumptions on which our organization is built. Everyone has the capacity to be an agent of change. Leadership is the key factor in shaping our organizational culture, because it builds individual potential and can assist us in overcoming our challenges.



The Agency's Sustainable Development Network, composed of the Sustainable Development Champion, the National Committee and the Operational Committee, acts as a motor for change within the Agency. The Sustainable Development Steering Committee and the Sustainable Development Champion provide key leadership in building decision-making capacity that will sustain a constant process of change. Senior management is a key driver influencing decision-making with respect to our policies, programs and operations. For the first time, their performance management agreements include a leadership and management commitment to build employee capacity to integrate economic, social and environmental pillars into management and decision-making processes.

The Agency has created a wide range of approaches to raise awareness, understanding and improve skills required to meet the challenges of sustainable development. The CBSA's Sustainable Development Strategy is the main vehicle that we use to identify and resolve sustainable development problems in a systematic way. Other informal approaches also complement the strategy, such as online training in sustainable development, green procurement, paper and printer reduction initiatives, and collaboration and coordination between the various stakeholders of the Sustainable Development Network. All of these approaches act as a catalyst to share innovative ideas on sustainable development. They mobilize the employees to use their energy and creativity to further the Agency's vision.

The CBSA is a pioneer in integrating sustainable development into its planning and reporting structure. Every year since 2007, the goals, objectives and targets have been integrated into the CBSA's Reports on Plans and Priorities and Departmental Performance Reports. In addition to the governance implemented in the Agency, the CBSA participates in several interdepartmental working groups and committees. As a participant on these committees, the Agency helps the Government of Canada make progress in its commitment to sustainable development, in addition to learning of successes of its federal counterparts and taking advantage of best practices and lessons learned.

Strategic Environmental Assessment

For environmental decision-making to become more transparent and accountable to Parliament, the Federal Sustainable Development Strategy requires departments and agencies to strengthen their application of strategic environmental assessment.

Strategic environmental assessment is a key analytical tool to support sustainable decision-making. It evaluates the environmental impacts of proposed policies, plans and programs and their alternatives. In short, it informs strategic decision-making through a careful analysis of environmental risks and opportunities.

- To strengthen the application of strategic environmental assessment, the CBSA did the following:
- Developed a Policy on Strategic Environmental Assessment to ensure compliance with the *Cabinet Directive on the Environmental Assessment of Policy, Plan and Program Proposals*;
- Developed a strategic environmental assessment handbook and other guidance materials to provide direction on requirements for undertaking strategic environmental assessment, including how to conduct an assessment and how to link to the federal goals and targets when completing one;
- Provided training on strategic environmental assessment to the employees responsible for developing policy proposals, plans and programs, such as the CBSA Internal Partners Network;
- Identified resources to provide advice and guidance to employees responsible for carrying out the assessments.



By implementing these initiatives, the CBSA has provided its employees with a systematic approach that ensures environmental considerations are taken into account for all proposed policies, plans and programs.

The CBSA employees responsible for preparing Memoranda to Cabinet and Treasury Board Submissions were asked to carry out the strategic environmental assessment process for every submission that required the approval of the Minister or Cabinet. During the year, four proposals were initiated to determine whether they were likely to cause significant environmental impacts as well as impacts on the goals and targets of the Federal Sustainable Development Strategy. These four preliminary scans did not identify significant environmental impacts or a high degree of uncertainty or risk, therefore no detailed analysis were required.

By ensuring environmental impacts are identified early in the planning process, employees can modify the design of policies, plans and programs to reduce the negative environmental impacts and enhance the positive ones.

Progress on the Federal Sustainable Development Strategy Themes

The Federal Sustainable Development Strategy allows the Government of Canada to further promote environmental sustainability while improving environmental planning and accountability. The federal strategy has four priority themes: Addressing Climate Change and Air Quality, Maintaining Water Quality and Availability, Protecting Nature, and Shrinking the Environmental Footprint – Beginning with Government.

The CBSA supports the federal strategy through commitments associated with two of the four themes:



By integrating sustainable development in the core accountability processes of government, key documents like the Program Activity Architecture, Report on Plans and Priorities and Departmental Performance Report enhance the alignment between environmental programs and departmental priorities.

To reflect federal environmental priorities, each department and agency conducted an issue scan throughout their Program Activity Architecture to identify their contribution to the Federal Sustainable Development Strategy. As a result, the CBSA contributes to “Protecting Nature” under the “Admissibility Determination Program Activity” and contributes to “Shrinking the Environmental Footprint - Beginning with Government” under the “Internal Services Program Activity”.

Theme III – Protecting Nature

Under the “Admissibility Determination Program Activity”, the CBSA contributes to Protecting Nature through its Food, Plant and Animal Program. This program activity relates to CBSA’s duties to ensure that Canadians are safe and secure from border-related risks, including invasive alien species. The Food Plant and Animal Program supports Canada’s national security priorities and facilitates the legitimate cross-border movement of people and goods, including food, plants and animals. The Agency plays a key role in preventing the intentional and unintentional introduction of invasive alien species in Canada.

The CBSA is contributing to this theme and is responsible for an implementation strategy under Goal 6, which commits the government to: *Maintain productive and resilient ecosystems with the capacity to recover and adapt; and protect areas in ways that leave them unimpaired for present and future generations.* The CBSA is working with other federal counterparts participating in the Invasive Alien Species Strategy for Canada to

address Target 6.4: *Threats of new alien invasive species entering Canada are understood and reduced by 2015.* The Agency is the lead for the following implementation strategy 6.4.10: *Prevent the introduction and rapid dispersal of invasive species and disease into Canada via land, air and marine ports of entry, thus reducing potential deleterious effects to ecosystems, economies and society.*

Invasive alien species are harmful species of plants, animals and microorganisms whose introduction or spread outside their natural habitats threaten the environment, economy and society. The ways in which invasive alien species are introduced or spread are called pathways. The movement of species through global trade and travel is one of the fundamental causes of invasions.

The implementation strategy is aligned with the Agency’s Program Activity Architecture through the “Admissibility Determination Program Activity” – more specifically, through the Food, Plant and Animal Program. The aim of the program is to prevent the intentional and unintentional introduction of invasive alien species in Canada from other countries by developing CBSA’s policies and procedures, coordinating the Agency’s efforts with its counterparts and enforcing legislation, namely the *Health of Animals Act* and *Plant Protection Act*, at Canada’s ports of entry. Commodities (e.g. live plants and animals) and pathways (e.g. wood packaging and goods contaminated with soil) are controlled, restricted or prohibited because commodities and pathways can harbour foreign animals, plant pests and diseases. By implementing the program, the CBSA contributes to the achievement of strategy Target 6.4. The Invasive Alien Species Performance Framework, based on six indicators, is a monitoring mechanism to measure the progress of this implementation strategy.

Theme III
Protecting Nature
<p>Goal 1 Ecosystem/habitat conservation and protection: maintain productive and resilient ecosystems with the capacity to recover and adapt; and protect areas in ways that leave them unimpaired for present and future generations *Correspond to the Federal Sustainable Development Strategy Goal 6</p>
<p>Target 1.1 Managing threats to ecosystems : threats of new alien invasive species entering Canada are understood and reduced by 2015 *Correspond to the Federal Sustainable Development Strategy 6.4</p>
<p>Implementation Strategy 1.1.1 : Prevent the introduction and rapid dispersal of invasive species and disease into Canada via land, air and marine ports of entry, thus reducing potential deleterious effects to ecosystems, economies and society *Corresponds to the Federal Sustainable Development Strategy Implementation Strategy 6.4.10</p>
<p>Strategic Outcome : International trade and travel is facilitated across Canada’s border, and Canada’s population is protected from border-related risks</p>
<p>Program Activity : Admissibility Determination</p>
<p>Program Sub-Activity : Highway, air, rail and marine modes</p>

Program Sub-Sub-Activity : Food, Plant and Animal Program			
Implementation Strategy for the Food, Plant and Animal Program	Performance Indicators	Results 2011-2012	
	Wood Packaging material pathway :		
	Number of commercial containers inspected for wood packaging material	3887	
	Number of interceptions of live pests in wood packaging material	79	
	Number of containers ordered removed from Canada for reasons of non-compliance with phytosanitary requirements for wood packaging material	231	
	Percentage of containers inspected for wood packaging material that are complaint with phytosanitary requirements	94%	
	Food, plant and animal non-compliant commodities :		
	Number and nature of interceptions of food, plant and animal non-compliant goods	> 46,200	
	Number of food, plant and animal investigations concluded with convictions	2	

For more information on the CBSA’s activities in support of sustainable development, consult the [CBSA’s Sustainable Development Strategy 2011-2013](#). For more details on the [Federal Sustainable Development Strategy](#), consult Environment Canada’s Web site.

Theme IV – Shrinking the Environmental Footprint — Beginning with Government

The “Internal Services Program Activity” outlines the whole-of-government perspective to provide a common approach that supports the needs of programs and other corporate responsibilities related to governance and management support, as well as resource and asset management services.

The Government of Canada is dedicated to improving the environmental performance of its own operations by shrinking its environmental footprint in the following target areas: green buildings, greenhouse gas emissions, electronic and electrical waste, printing unit reduction, paper consumption, green meetings and green procurement. The CBSA contributes to these commitments through the “Internal Services Program Activity”. The Agency is committed to incorporating each of these seven target areas into its organizational functions to enhance our sustainable corporate practices.

By meeting the targets associated with these seven key areas, the CBSA is continuing its efforts to reduce its operational environmental impacts while helping the Government of Canada to reduce its environmental footprint. The following tables represent the performance levels for each target.

Green Building Targets

8.1 As of April 1, 2012, and pursuant to the CBSA strategic framework, new construction and build-to-lease projects, and major renovation projects will achieve an industry-recognized level of high environmental performance.		
Performance Measure	RPP	DPR
Target Status	On Track	
Number of completed new construction, build-to-lease and major renovation projects in the given fiscal year, as per the CBSA strategic framework	N/A	N/A
Number of completed new construction, build-to-lease and major renovation projects that have achieved an industry-recognized level of high environmental performance in the given fiscal year, as per the CBSA strategic framework	N/A	N/A
Existence of strategic framework	Yes	Yes: Completed March 2012

Strategies/Comments

- I. Minimum level of environmental performance: LEED NC Silver or equivalent.
- II. Threshold: All new buildings.
- III. Certification to be sought: Certification recommended for buildings over 2,000 m².
- IV. Rationale for traffic light indicator selected: The CBSA's Green Building Strategic Framework is complete.

8.2 As of April 1, 2012, and pursuant to the CBSA strategic framework, existing Crown buildings over 1,000 m ² will be assessed for environmental performance using an industry-recognized assessment tool.		
Performance Measure	RPP	DPR
Target Status	On Track	
Number of buildings over 1,000 m ² , as per the CBSA strategic framework	N/A	N/A
Percentage of buildings over 1,000 m ² that have been assessed using an industry-recognized assessment tool, as per the CBSA strategic framework	N/A	N/A
Existence of strategic framework	Yes	Yes: Completed March 2012

Strategies/Comments

- I. Minimum level of assessment: BOMA BEST Level 1.
- II. Threshold: All custodial buildings over 1,000 m².
- III. Certification to be sought: Yes.
- IV. Rationale for traffic light indicator selected: The CBSA's Green Building Strategic Framework is complete.

8.3 As of April 1, 2012, and pursuant to the CBSA strategic framework, new lease or lease renewal projects over 1,000 m ² , where the Crown is the major lessee, will be assessed for environmental performance using an industry-recognized assessment tool.		
Performance Measure	RPP	DPR
Target Status	N/A	
Number of completed lease and lease renewal projects over 1,000 m ² in the given fiscal year, as per the CBSA strategic framework	N/A	N/A
Number of completed lease and lease renewal projects over 1,000 m ² that were assessed using an industry-recognized assessment tool in the given fiscal year, as per the CBSA strategic framework	N/A	N/A
Existence of strategic framework	N/A	N/A

Strategies/Comments

- I. This target is not applicable to the CBSA as all new lease and lease renewal projects are negotiated through Public Works and Government Services Canada on behalf of the Agency. As the client, the CBSA can request inclusion of this target in its lease requirements.

8.4 As of April 1, 2012, and pursuant to the CBSA strategic framework, fit-up and refit projects will achieve an industry-recognized level of high environmental performance.		
Performance Measure	RPP	DPR
Target Status	On Track	
Number of completed fit-up and refit projects in the given fiscal year, as per the CBSA strategic framework	N/A	N/A
Number of completed fit-up and refit projects that have achieved an industry-recognized level of high environmental performance in the given fiscal year, as per the CBSA strategic framework	N/A	N/A
Existence of strategic framework	Yes	Yes: Completed March 2012

Strategies/Comments

- I. Minimum level of environmental performance: Green Globes Fit-Up 3 Globes.
- II. Threshold: Fit-up projects over \$1 million and/or 1,000 m².
- III. Applicable building types: All buildings.
- IV. Exemptions: Space provided to the CBSA under section 6 of the *Customs Act*.
- V. Rationale for traffic light indicator selected: The CBSA's Green Building Strategic Framework is complete.

Greenhouse Gas Emissions Target

8.5 The federal government will take action now to reduce levels of greenhouse gas emissions from its operations to match the national target of 17 percent below 2005 levels by 2020.			
Performance Measure		RPP	DPR
Target Status		Attention Required	
CBSA greenhouse gas emissions reduction target: Percentage of absolute reduction in greenhouse gas emissions by 2020–21, relative to 2005–06		11%	11%
CBSA 2005-06 greenhouse gas emissions in kilotons of CO ₂ equivalent		11.0	10.9
CBSA greenhouse gas emissions in the given fiscal year, in kilotons of CO ₂ equivalent	2011–12	10.9	11.3
	2012–13		
	2013–14		
	2014–15		
	2015–16		
	2016–17		
	2017–18		
	2018–19		
	2019–20		
	2020–21	9.8	9.7
Percent change in CBSA greenhouse gas emissions from 2005–06 to the end of the given fiscal year	2011–12	-1.1%	+3.5%
	2012–13		
	2013–14		
	2014–15		
	2015–16		
	2016–17		
	2017–18		
	2018–19		
	2019–20		
	2020–21	-11%	-11%

Strategies/Comments

- I. Analysis:
 - The main factor contributing to an increase in absolute emissions is the construction and expansion of several ports of entry. Larger facilities are being built to accommodate operational growth resulting in increased energy use.
 - Overall greenhouse gas intensity of custodial facilities (CO₂e/m²) has decreased from 2005-06 through 2011-12 by 6%.
 - Although larger buildings are being constructed, emissions intensity has decreased because the Agency's new buildings are more efficient than the buildings they replace.
 - Fleet greenhouse gas emissions have decreased by 8% from the baseline year due to the increased use of ethanol and biodiesel along with the replacement of old vehicles with new fuel-efficient models, including hybrid and ultra-compact vehicles.
- II. Targeted greenhouse gas emissions sources: Facilities and fleet.
- III. Emission sources excluded from the inventory: No exclusions.
- IV. Changes to the departmental greenhouse gas reduction target: There have been no updates to the greenhouse gas target since it was established in the *Report on Plans and Priorities 2011-2012*.
- V. Base year adjustments: Base year emissions in the *Report on Plans and Priorities 2011-2012* have been recalculated due to the discovery of comprehensive baseline data for the Agency's fleet.
- VI. Greenhouse Gas Management Strategy: The CBSA maintains a greenhouse gas inventory and management strategy for custodial facilities, fleet, leased space, employee commuting and emissions from idling vehicles at land border crossings. This inventory provides insight into the Agency's energy consumption and cost trends and identifies where cost saving and greenhouse gas reduction measures can be implemented.
- VII. Greenhouse Gas Implementation Plan: The plan seeks to minimize the environmental impacts of greenhouse gas emissions produced by the Agency's operations through the implementation of energy-efficiency measures. Key components of this plan include:
 - Energy audits and retrofit implementation for select facilities;
 - Fleet utilization review;
 - Increasing purchase of hybrid, electric and ultra-compact vehicles; and
 - Addressing plug-load energy consumption through employee awareness and purchasing of energy-efficient equipment.
- VIII. Additional Information:
 - Greenhouse gas emissions are anticipated to increase in 2012–13 due to transfer of the Rigaud Training Centre from Public Works and Government Services Canada. A baseline adjustment will be done as per the Federal Greenhouse Gas Tracking Protocol.
 - In 2011–12, four ports of entry were closed, resulting in a reduction of 20.4 tonnes/CO₂e emissions.
- IX. Rationale for traffic light indicator selected: Emissions are equal to or higher than 2005–06 levels.

Surplus Electronic and Electrical Equipment Target

8.6 By March 31, 2014, the CBSA will reuse or recycle all surplus electronic and electrical equipment in an environmentally sound and secure manner.		
Performance Measure	RPP	DPR
Target Status	Achieved	

Existence of implementation plan for the disposal of all CBSA-generated electronic and electrical equipment		Yes	Yes: Completed March 2012
Total number of CBSA locations with electronic and electrical equipment implementation plan fully implemented, expressed as a percentage of all locations, by the end of the given fiscal year	2011–12	100%* (applies to CBSA-owned equipment)	100%
	2012–13		
	2013–14		

Strategies/Comments

I. Scope:

- Electronic and electric waste: Is defined as all surplus electronic and electrical equipment that have reached the end of their useful life. This includes all information technology, laboratory, security, telecommunication, audio-visual and office equipment as well as all other equipment powered by electricity.
- *Locations: Are defined as all locations with network connectivity. This represents 319 locations, including ports of entry, inland enforcement offices, Headquarters and regional offices. Electronic equipment located within Headquarters accounts for approximately 33% of all electronic equipment used within the CBSA. Regional electronic equipment is owned and managed by the Canada Revenue Agency.

II. Rationale for the traffic light indicator selected: Achieved at 100% of locations.

III. Tracking process: Each Regional/District Materiel Manager maintains its disposal records and reports to Headquarters.

IV. Streams for recycling electronic and electric waste: The CBSA ensures that all surplus materiel is disposed in accordance with the Federal Electronic Waste Strategy and Treasury Board Secretariat Directive on Disposal of Surplus Materiel and makes use of the following mechanisms:

- Computers for Schools;
- Crown Assets Distribution Centres;
- Donation or transfer to other qualifying organizations;
- Provincial Extended Producer Responsibility Programs; or
- Other waste programs (e.g. Departmental Individual Standing Offer).

V. Additional information: As part of the Agency's Device Rationalization Program, the CBSA is reducing the PC and laptop inventory by 5%. This represents approximately 1,000 devices requiring disposal.

Printing Unit Reduction Target

8.7 By March 31, 2013, the CBSA will achieve an 8:1 average ratio of office employees to printing units. The CBSA will apply target where building occupancy levels, security considerations, and space configuration allow.		
Performance Measure	RPP	DPR
Target Status	Opportunity for Improvement	

Ratio of CBSA office employees to printing units in 2010–11, where building occupancy levels, security considerations and space configuration allow		3:1	3:1
Ratio of CBSA office employees to printing units at the end of the given fiscal year, where building occupancy levels, security considerations and space configuration allow	2011-12	3.4:1	3.6:1
	2012-13		
	2013-14		

Strategies/Comments

- I. Scope: All desktop and networked printers (i.e. LAN printers).
- II. Method used for determining number of printing units: Printing Unit Inventory.
- III. Method used for determining number of office employees: Human Resources Staffing Reports.
- IV. Number of office employees subject to the target: 14,706 employees.
- V. Rationale for the traffic light indicator selected: The CBSA has identified opportunities for improvement in order to achieve the 2012–13 target.
- VI. Tracking process: Information Technology Asset Inventory (i.e. Service Desk Reports) is used to track the average ratio of office employees to printing units.
- VII. Opportunities for continuous improvement:
 - Strategic Review of all information technology devices indicated an opportunity to reduce the number of devices in use within the CSBA. This reduction has begun in 2011–12 and will be accomplished through a reduction in end-use renewal of aging equipment.
 - The CBSA had 2,150 stand-alone printers in production in 2011–12 and is targeting the removal of 80% of these printers by March 31, 2013.
 - To improve target success, the printer rationalization initiative has been better communicated within the Agency and alternative technologies including multi-functioning devices are being evaluated.

Paper Consumption Target

8.8 By March 31, 2014, the CBSA will reduce internal paper consumption per office employee by 20%. The CBSA will establish a baseline between 2005–06 and 2011–12, and applicable scope.			
Performance Measure		RPP	DPR
Target Status		On Track	
Number of sheets of internal office paper purchased per office employee in the baseline year 2008–09, as per CBSA scope		N/A	N/A
Cumulative reduction in paper consumption, expressed as a percentage, relative to baseline year 2008–09	2011–12	N/A	N/A
	2012–13		
	2013–14		

Strategies/Comments

- I. Scope:
 - 14,706 employees are subject to this target; and

- All multi-purpose office paper used in printers, photocopiers and faxes.
- II. Paper consumption baseline year: 2008–09.
- III. Method used for determining paper consumption: Consumption data based on Public Works and Government Services Canada National Standing Offer for paper.
- IV. Method used for determining number of office employees: Demographic Reports 2008–13.
- V. Rationale for the traffic light indicator selected: Preliminary analysis indicates that the CBSA has achieved an 18% reduction to date.
- VI. Tracking process: The CBSA is provided quarterly paper consumption data from Public Works and Government Services Canada.

Green Meetings Target

8.9 By March 31, 2012, the CBSA will adopt a guide for greening meetings.		
Performance Measure	RPP	DPR
Target Status	Achieved	
Presence of a green meeting guide	Yes	Yes: Adopted March 2012

Strategies/Comments

- I. Scope: The CBSA Green Meeting Guide is applicable to all meetings held within the Agency's premises.
- II. Evidence of adoption: The download rate of the green meeting guide from the Agency's sustainable development intranet site and/or a post-implementation survey will be used as evidence.
- III. Rationale for traffic light indicator selected: The CBSA has adopted a green meeting guide.
- IV. Tracking process: Tracking will be integrated into the Agency's annual audit processes.

Green Procurement Targets

8.10 As of April 1, 2011, the CBSA will establish at least three SMART green procurement targets to reduce environmental impacts.

By March 31, 2014, 90% of vehicles purchased annually will be right-sized for operational needs and will be the most fuel-efficient vehicles in their class in the <i>Government Motor Vehicle Ordering Guide</i> and/or will be alternative-fuel vehicles.			
Performance Measure		RPP	DPR
Target Status		On Track	
Percentage of vehicle purchases that meet the target relative to total dollar value of all vehicle purchases in the given year		70%	70%
Progress against measure in the given fiscal year	2011–12	+10%	+10%
	2012–13		
	2013–14		

Strategies/Comments

- I. Rationale for the traffic light indicator selected: On track to achieve the target.
- II. Tracking process: The Automotive Resources International baseline is used for tracking and reporting purposes.
- III. Opportunities for continuous improvement: Right-sizing criteria need to be developed to identify the appropriate vehicle for specific operational requirements.
- IV. The target meets the SMART principle as described below:
 - Specific: The target is specific to the fleet and clearly identifies a 90% procurement objective.
 - Measurable: The CBSA vehicle matrix and Automotive Resources International management tool guides right-sizing purchases of vehicles.
 - Achievable: The National Fleet Manager will develop and implement the CBSA Fleet Management Framework to ensure the completion of this target.
 - Relevant: By right-sizing the fleet, fuel consumption and greenhouse gas emissions are reduced, offering significant environmental benefits.
 - Time-bound: A firm date is established for target completion.

By March 31, 2014, 5% of the CBSA vehicles will be hybrid or ultra-compact.			
Performance Measure		RPP	DPR
Target Status		On Track	
Percentage of vehicles bought in the given fiscal year relative to the total number of all hybrids or ultra-compacts that the CBSA has in its vehicle inventory		3%	3%
Progress against measure in the given fiscal year	2011–12	+1%	+1%
	2012–13		
	2013–14		

Strategies/Comments

- I. Rationale for the traffic light indicator selected: On track to achieve the target.
- II. Key actions to meet target:
 - Policy established giving priority to hybrid and ultra-compact vehicle requests; and
 - In 2012–13, the CBSA will purchase ten hybrid vehicles.
- III. Tracking process: The Automotive Resources International baseline is used for tracking and reporting purposes.
- IV. Opportunities for continuous improvement: In accordance with the annual Vehicle Replacement Plan, fleet is optimized, ensuring vehicles are not disposed of prematurely.
- V. The target meets the SMART principle as described below:
 - Specific: The target identifies a clear and quantifiable fleet objective of 5%.
 - Measurable: The CBSA vehicle matrix and Automotive Resources International management tool track the purchase of all types of vehicles.
 - Achievable: The National Fleet Manager, in collaboration with Regional Fleet Managers, determines operational needs and feasibility of purchasing hybrid and/or ultra-compact vehicles.

- Relevant: By purchasing hybrid and/or ultra-compact vehicles, fuel consumption and greenhouse gas emissions are reduced, offering significant environmental benefits.
- Time-bound: A firm date is established for target completion.

By March 31, 2013, 90% of solicitation documentation, including requests for proposal, evaluation criteria and contracts, will incorporate environmental clauses.			
Performance Measure		RPP	DPR
Target Status		On Track	
Percentage of solicitation documents that incorporated environmental clauses relative to the total number of solicitation documents		70%	70%
Progress against measure in the given fiscal year	2011–12	+10%	+10%
	2012–13		
	2013–14		

Strategies/Comments

- I. Rationale for the traffic light indicator selected: On track to achieve the target.
- II. Process and control: Solicitation documentation includes corporate evaluation criteria requesting that vendors explain their methodology in greening their work environment.
- III. The target meets the SMART principle as described below:
 - Specific: The target precisely defines the type and percentage of solicitation documents that include environmental clauses.
 - Measurable: Information available from contracting system and various procurement templates serve to measure performance.
 - Achievable: The National Contracting and Procurement Manager integrated environmental clauses in appropriate solicitation documents.
 - Relevant: The CBSA contracts a significant amount of goods and services. By including environmental clauses in solicitation documents, the CBSA can ensure the goods and services it contracts are made and/or delivered in an environmentally-friendly manner.
 - Time-bound: A firm date is established for target completion.

8.11 As of April 1, 2011, each department will establish SMART targets for training, employee performance evaluations, and management processes and controls, as they pertain to procurement decision making.

Training for Select Employees			
By March 31, 2014, 90% of procurement personnel and acquisition cardholders will have successfully completed a recognized training course on green procurement offered by the Canada School of Public Service, or other federal government organization.			
Performance Measure		RPP	DPR
Target Status		On Track	

Percentage of procurement personnel and acquisitions cardholders who have successfully completed training relative to the total number of procurement personnel and acquisitions cardholders		85%	85%
Progress against measure in the given fiscal year	2011–12	+5%	+5%
	2012–13		
	2013–14		

Strategies/Comments

- I. Rationale for the traffic light indicator selected: On track to achieve the target.
- II. The target meets the SMART principle as described below:
 - Specific: The target clearly states who is required to complete green procurement training, and what types of courses are acceptable.
 - Measurable: Information from the Canada School of Public Service measure the successful completion rate of the green procurement course. The CBSA Central Feedback Management System measures the successful completion of the CBSA online acquisition card training.
 - Achievable: Both training courses are available online at no cost.
 - Relevant: The CBSA procurement personnel and acquisition cardholders are able to better integrate environmental considerations into their procurement contracts and/or purchase greener services and goods.
 - Time-bound: A firm date is established for target completion.

Employee performance evaluations for managers and functional heads of procurement and materiel management			
By March 31, 2013, all procurement and materiel management functional specialists, associated managers and functional heads will have environmental clauses incorporated into their performance evaluations.			
Performance Measure		RPP	DPR
Target Status		Opportunity for Improvement	
Percentage of performance evaluations of targeted procurement personnel that have environmental clauses relative to the total of procurement personnel		80%	27%
Progress against measure in the given fiscal year	2011–12	+10%	-43%
	2012–13		
	2013–14		

Strategies/Comments

- I. Rationale for the traffic light indicator selected: Some progress has been made, but the target is not on track.
- II. The target meets the SMART principle as described below:
 - Specific: The target precisely identifies the positions that should have environmental clauses incorporated into performance evaluations.

- Measurable: The CBSA Contracting and Assets Division is tracking the percentage of performance evaluations with environmental clauses.
- Achievable: A responsible authority has been identified to ensure that clauses are included in performance evaluations.
- Relevant: By incorporating environmental clauses into targeted employee performance evaluations, clear accountability enhances green purchasing.
- Time-bound: A firm date is established for target completion.

Management processes and controls		
By March 31, 2013, the CBSA Fleet Management Framework will be developed and implemented.		
Performance Measure	RPP	DPR
Target Status	On Track	
Existence of CBSA Fleet Management Framework	No	No

Strategies/Comments

- I. Rationale for the traffic light indicator selected: On track to achieve the target.
- II. Methodology: Fleet is a component of the Materiel Management Framework and the Asset Management Plan. The Fleet Management Framework will be developed in accordance with the Materiel Management Framework.
- III. Tracking process: Corporate Administration System.
- IV. Mechanisms to evaluate: Annual review.
- V. The target meets the SMART principle as described below:
 - Specific: The target clearly identifies an output related to a specialized area of procurement.
 - Measurable: Measurement is based on the completion of the target.
 - Achievable: The National Fleet Manager, in collaboration with other stakeholders, develops and implements appropriate policy, standards and guidelines to complete the framework.
 - Relevant: The CBSA has a significant vehicle fleet. Having a Fleet Management Framework that combines traditional fleet practices with green procurement principles will ensure that the CBSA fleet is procured and managed in a manner that contributes to a sustainable environment for Canada.
 - Time-bound: A firm date is established for target completion.

For more details on the preceding [Greening Government Operations table](#), refer to the CBSA's Departmental Performance Report 2011-2012.

Progress toward the CBSA's Goal

Building Sustainable Development Capacity within the Agency

The CBSA is continually seizing opportunities to innovate in the economic, social and environmental dimensions of its work. In 2011-2012, The Agency continued to integrate sustainable development principles into decision-making processes and into its day-to-day business functions by developing the environmental risk profiling tool. This tool is intended to create a workplace where employees are

empowered and are taking ownership of sustainable development by transforming it into concrete action.

The CBSA manages risk on a daily basis as it carries out its mandate. Given the volume, diversity and geographic dispersal of the Agency's border activities and the breadth of risks to which the Agency must respond, the CBSA developed a risk-based evaluation tool to allow environmental risk profiling of our border crossings.

The CBSA manages many risks, including the possible entry into Canada of illicit drugs; terrorists; goods that could cause chemical, biological, radiological, nuclear or explosive events; illegal migrants; counterfeit goods; firearms; and contaminated food, plants or animals.

This tool allows the Agency to prioritize border crossings risks according to three broad categories: organizational risks, risks to ecosystems and risks to human health. The risk prioritization further provides the basis for contingency planning considerations and support strategic budget planning. This tool helps to translate security threats into program delivery priorities and operational plans, identify program and operational gaps in high-risk areas and support prudent resource allocation.

Conclusion



Sustainable development is an important part of the Government of Canada's policy. To better illustrate how federal commitments are implemented, the government integrated sustainable development into its planning and reporting structures, thereby aligning the management of environmental and departmental priorities. Furthermore, the CBSA uses its sustainable development strategy to reflect the concept of sustainability in the activities and services it provides to Canadians and to government partners. Our Agency's commitments to embed sustainability in the workplace, through the commitments we have made and met, have improved the way we carry out our day-to-day operations and have advanced our sustainable development vision.

While we have made progress on many environmental, economic and social aspects, we also recognize this is a process of continuous improvement involving many opportunities to stimulate key sectors, which in time will create a culture of achievement.